
EM Clean-up Projects Charter

Background

In FY 2003 EM decided to “projectize” the Project Baseline Summary (PBS) activities required to complete the EM mission at each DOE site. In most cases EM defines a Cleanup Project as the entire PBS; however, in some cases the project may be a portion of one PBS or portions of multiple PBSs. It is EM’s responsibility to clearly define the composition of each project prior to the on site review. EM cleanup projects will apply the project management principles and policies described in DOE Order 413.3A in a tailored manner. Unlike the line-item capital asset projects that require an OECM validated performance baseline prior to requesting construction funds, EM’s cleanup projects were already in the CD-3 execution phase when EM decided to “projectize” them and are funded under operations budget accounts. Critical Decision (CD)-0 and CD-1 for these on going projects were waived because they were already in the execution phase. As new Cleanup Projects are created, a CD-0 and CD-1 approval by EM-1 as the designated Acquisition Executive (AE) utilizing the Environmental Management Acquisition Advisory Board (EMAAB) process will be required; however, for designated projects, the Deputy Secretary or Under Secretary for Energy may be the AE. These projects range from small projects with few risks and well defined scopes of work that can be completed in a short period of time with reasonable costs; to complex first-of-a-kind projects that have many unknowns, a longer schedule, and substantial costs; to projects that have undefined scopes of work with many risks and are scheduled for many years in the future at significant costs; to straight forward operating projects. Because of the diversity of projects in the EM portfolio it is impossible to apply a single approach to validating baselines.

Purpose

The purpose of this document is to provide guidance to federal project directors (managers) to:

1. Establish the relationship between the Resource Conservation and Recovery Act (RCRA), Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), the National Environmental Policy Act (NEPA), and Federal Facility Agreement (FFA) requirements and the DOE Order 413.3A, “Program and Project Management for the Acquisition of Capital Assets” requirements. It is not intended to explain these regulatory processes in the guide, however a framework will be provided for Environmental Management (EM) project management and working through the Critical Decision (CD) process in concert with the documentation and process requirements of RCRA, CERCLA and NEPA.
2. Present the types of projects and their variations with regard to the CD process. For these types of projects, provide perspective on how specific project management deliverables and CD process may vary.
3. Address application of DOE 413.3 when operational funding is used in lieu of line item capital asset funding.
4. Differentiate in the application of DOE O 413.3A to EM projects at a facility level and at a Project Baseline Summary (PBS) level.
5. Establish links and interfaces between DOE Order 413.3A and 430.1B and its associated guides for deactivation and decommissioning, and as appropriate for transition, surveillance and maintenance.
6. Establish links and interfaces between DOE Order 413.3A and DOE Order 450.1, “Environmental Protection Program” and its associated guides for ground water protection programs and ground water surveillance Monitoring.
7. Establish guidance for the appropriate content, format, and level of detail/complexity of design/engineering reports and reviews.

8. Address the integration of ES&H into facility disposition and environmental restoration projects on safety concept/strategy, safety basis guidance for preparing safety documents for D&D and ER projects, and ISM guidance.

Scope

The guide will include the project management philosophy for clean-up projects, and references to standards, tools and procedures necessary to manage and complete these projects. Where there are no existing standards, tools or procedures the guide will provide examples or descriptions of best practices utilized in the industry. The Guide Team will interface with EM-53 and its contractor that is developing a program to instill "Best in Class Project Management" (BICPM) across the EM complex. The BICPM effort has a development schedule that currently overlaps the schedule for Guide development. EM will ensure that practices put in place by the BICPM effort are consistent with, and coordinated with, all DOE Order 413.3 Guides. The guide will use a graded approach and use DOE Order 413.3A, "Program and Project Management for the Acquisition of Capital Assets" and the EM-OECM protocol as bases to clearly present policies and procedures for management and control of EM projects.

The guide will outline Environmental Restoration (ER) activities consisting mainly of soil and groundwater remediation at hundreds of release sites at the lowest level, and further aggregated into EPA regulated Operable Units, which are further aggregated into a total site wide program. The guide will discuss Deactivation and Decommissioning (D&D) activities which may range from a single activity to a grouping of similar activities, to a site wide program. The guide will address which project management processes should be applied to operational type projects such as operations, characterization, campaign startup and facility support. The document will provide guidance on how to apply these processes to life cycle planning and Fiscal Year planning for Project Baseline Summaries. The guide will further provide details on how line management utilizes a graded approach to these activities which vary in size, cost, and scope, and form a determination that no further action is required to a complex major system. The guide will provide a general outline for the appropriate timing and content of communications with regulators and the public with respect to cleanup baselines and the Federal budget process.

The guide will identify differences in project phases, and critical decision points for environmental operations and cleanup and construction projects outlined in DOE Order 413.3A.

Key Interfaces and Dependencies

- RCRA
- CERCLA
- DOE Standard 1120-98 Integration of Environment, safety, and health into Facility Disposition Activities
- DOE G 413.3-1 Management of Design and Construction
- DOE G 413.3-2 Quality Assurance
- DOE G 413.3-3 Safeguards and Security
- DOE G 413.3-4 Tailoring
- DOE G 413.3-5 Performance Baseline and Baseline Management
- DOE G 413.3-6 Environmental Stewardship
- DOE G 413.3-7 Risk management
- DOE G 413.3-9 Project Reviews
- DOE G 413.3-10 Earned Value Management
- DOE G 413.3-12 Cost Estimating
- DOE G 413.3-15 Project Execution Plans
- DOE G 413.3-16 CD-4
- DOE O 430.1B (and associated guides for deactivation and decommissioning)

- Other DOE Program Offices
 - OECM/EM Memorandum, June 30, 2005, "Protocol for EM Operations Funded Project Performance Baselines and their External Independent Review," C.E. Anderson and J.A. Rispoli
 - DOE-EM "Best in Class Project Management" initiative (EM-53 lead)
 - EM Policy Memo, July 10, 2006, "Policies for Environmental Management Operating Project Performance Baselines, Contingency and Federal Risk Management Plans, and Configuration Control," C.E. Anderson
 - S-1 Memorandum, August 10, 2005, "Improving Project Management," S.W. Bodman
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Responsibilities and Resources

Name	Organization	Telephone and e-mail	Responsibility	Hours
Jack Surash (Sponsor)				
Ram Lahoti, Team Lead	EM-53	Tel: 301 903 7210 Fax: 301 903 7604 Ram.Lahoti@em.doe.gov	Overall responsibility for obtaining resources, preparation of the draft, review, and issuance of the guide draft to OECM per established schedule.	160
Andrew Szilagyi	EM-23	Phone: 301-903-4278 Fax: 301-903-4307 andrew.szilagyi@em.doe.gov	Writing the guide chapters for D & D projects as per the outline and review of the whole guide	160
Bill Harker	NE-ID	Phone: 208 526 3224 Fax:(208-526-5678) harkerws@id.doe.gov	Scrap and salvage portion of the guide	160
Steve Balone	RL	Phone: 509-376-0236 Fax: 509-376-0306 steven_n_balone@rl.gov	Writing guide chapters for Environmental Restoration and D & D and review of the whole guide	160
Ray Greenberg I	EM-23	Phone: 301-903-1826 raymond.i.greenberg@em.doe.gov	Writing the guide chapters for Environmental Restoration and other sections as assigned	160
Pramod Mallick	EM-53	Phone: 301-903-9447 Fax: 301-903-7604 pramod.mallick@em.doe.gov	Reviewing the interfaces and interdependencies with risk guide	60
Tom Longo	NA-56	Phone: 301-03-120 Fax: 301-903-2544 thomas.longo@nnsa.doe.gov	Writing the Restoration and D & D as per the guide outline and review of the guide	160
Johnny Reising	FPD-Fernald	Phone: 51-648-139 Fax: 513-648-3071 Johnny.reising@fernald.gov	Reviewing the guide	80
Larry Romine	FPD-RL	Phone: 509-376-4747 Fax: 509-372-3548 larry_d_romine@rl.gov	Review the guide	80
Amiya Das	EM-20	Phone:301-903-7603 Fax: 301-903-3877 amiya.das@em.doe.gov	Soil and groundwater remediation sections	160
Joe Knick	WSRC	Tel: 803-952-9037 Cell: 803-507-3826 Fax: 803-952-7811 joseph.knick@srs.gov	Review all sections/write guide chapters for differences among projects, Critical Decisions, Baseline Development, Tailoring, Engineering and Design, Risk Management, and operations project risks.	120
Chuck Negin	PEC	Tel: 240-686-3059 Fax: 240-686-3959 Cell: 301-526-2858 cnegin@pec1.net	Writing the guide sections for engineering, QA, D&D and waste management	120
Tony Eng	EM-60_CNS	Tel: (301-903-4210) Fax: (301-903-4594) tony.eng@eh.doe.gov	Review of the guide to ensure safety aspects are integrated into the guide	As req'd
Todd Lapointe	EM-60_CNS	Tel: (202)586-4653 Cell: (202)531-2353 Fax: (202)586-5533 todd.lapointe@hq.doe.gov	Review of the guide to ensure safety aspects are integrated into the guide	As req'd
Mike Lackey	EFCOG	Tel: 509 521 0075 Michael.Lackey@fluor.com	Review of the guide	As req'd

Schedule

This guide will be developed, reviewed through two drafts, coordinated through the REVCOM process (after Steering Committee approval) and published by December, 2007. A detailed schedule (plan of action and milestones) will be updated monthly and provided to OECM.

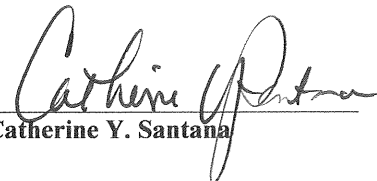
Charter Approvals:

Government Guide
Development Lead:

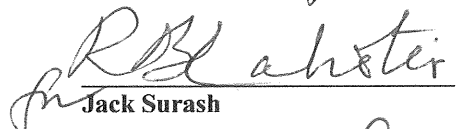


Ram Lahoti Date 4/26/07

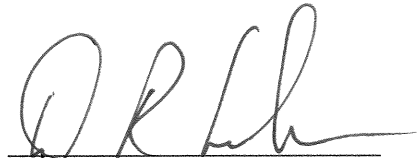
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Steering Committee
Members:



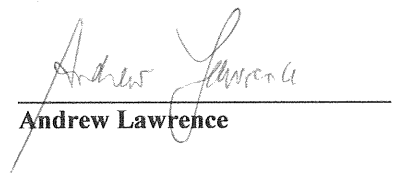
Catherine Y. Santana Date 4-26-07



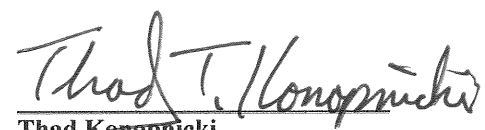
Jack Surash Date 4/26/07



Dan Lehman Date 4/26/07



Andrew Lawrence Date 4/26/07



Thad Konopnicki Date 04/26/07